

# **Montgomery County 311 Semi-Annual Performance Review**

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Patrick Lacefield, Director  
Public Information Office  
September 7, 2012

# CountyStat Principles

- **Require Data-Driven Performance**
- **Promote Strategic Governance**
- **Increase Government Transparency**
- **Foster a Culture of Accountability**



# Meeting Goal

## Meeting Goal:

- Provide ongoing monitoring of MC311 operations to identify opportunities to build operational efficiency and effectiveness.

## How We Measure Success:

- Actively monitor MC311 performance metrics to determine if the program is providing a high-level of customer service.



# Agenda

- **Status of Follow-Up Items**
- **MC311 Customer Service Center Utilization**
- **Derecho Storm**
- **MC311 Performance Measurement**
- **Discussion of MC311 Customer Survey Data**
- **MC311 Open Government Efforts**
- **Areas of Current and Future Focus**
- **Next Steps/Follow-up Items**



# Status of Follow-up Items

Original Meeting Date	Meeting Topic	Follow-up Item	Status
6/10/2011	MC311 Meeting	MC311 should work with CountyStat to develop a dashboard, accessible by all departments, which provides real-time service-level agreement aging reports and serves as a macro-level performance management tool for the CAO	Complete
6/7/2011	MC311 Finance	Determine why a high number of service requests for real property are categorized within the general information sub-area	Complete
6/7/2011	MC311 Finance	Update Service Level Agreements (SLAs) as appropriate to reflect final resolution of customer request	Complete
1/6/2012	Internal Survey	Hold discussions with department-heads to address customer complaints about getting Human Resources-related information from 311.	In progress
5/11/2012	DHCA 311 Review	CountyStat will work with DHCA, other departments with code enforcement abilities, and MC311 to devise a technological solution which will simultaneously close Service Requests within departments' internal systems and Seibel.	In progress
12/13/2011	DPS MC311 Data Review	Revise existing business processes related to MC311 customer intake to provide seamless customer support without a cold call transfer.	In progress
4/1/2011	Phone Numbers (Audit)	Determine whether there is an opportunity to re-direct certain high volume HHS phone lines to MC311, or otherwise maintain those phone lines but remove them from public view in order to direct residents to call MC311 for intake purposes.	In progress



# Status of Follow-up Items

Original Meeting Date	Meeting Topic	Follow-up Item	Status
4/1/2011	Phone Numbers (Audit)	Re-evaluate the County's policy on publicizing non-MC311 phone numbers, including phone numbers for individual employees. This includes advertising in paper and electronic versions of the phone directory.	In Progress
6/10/2011	MC311 Meeting	Examine overall County strategy for communicating with residents on issues of service and information provision at future CountyStat session.	In Progress
9/16/2011	MC311 Update	Reexamine current methodology for MC311 customer satisfaction survey and develop methods to reach a broader sample population	In Progress
2/28/2012	DEP Performance Review	DEP and MC311 should meet to discuss the revising the current process for closing environmental compliant service requests with a method that ensures SLA data is reported in an accurate manner	In Progress



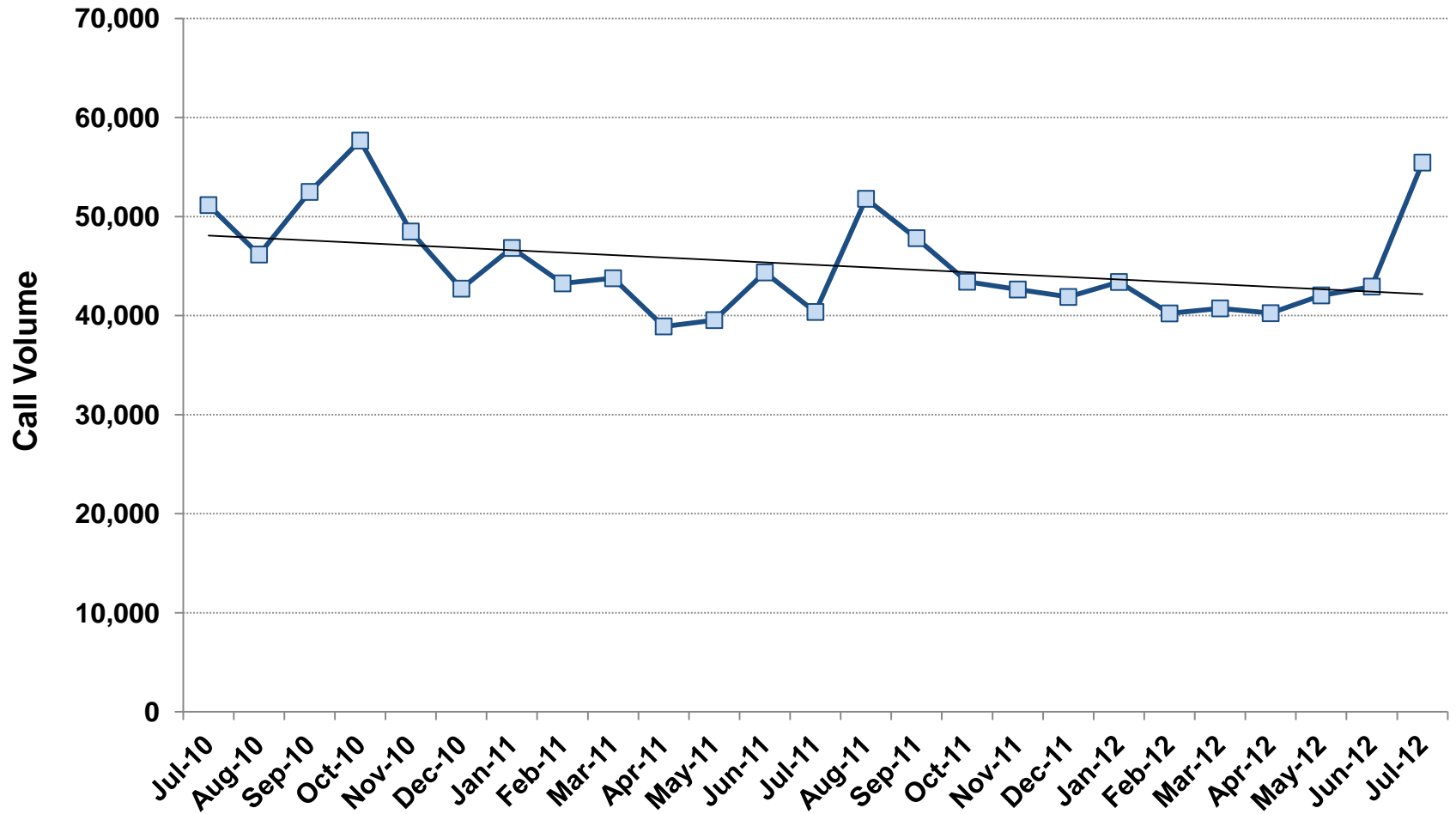
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# MC311 Customer Service Center Utilization

## Call Volume Since Official Launch





# MC311 Customer Service Center Utilization

## Call Volume Since Official Launch

July 2012 was MC311's highest volume month for customer calls since opening two years ago.

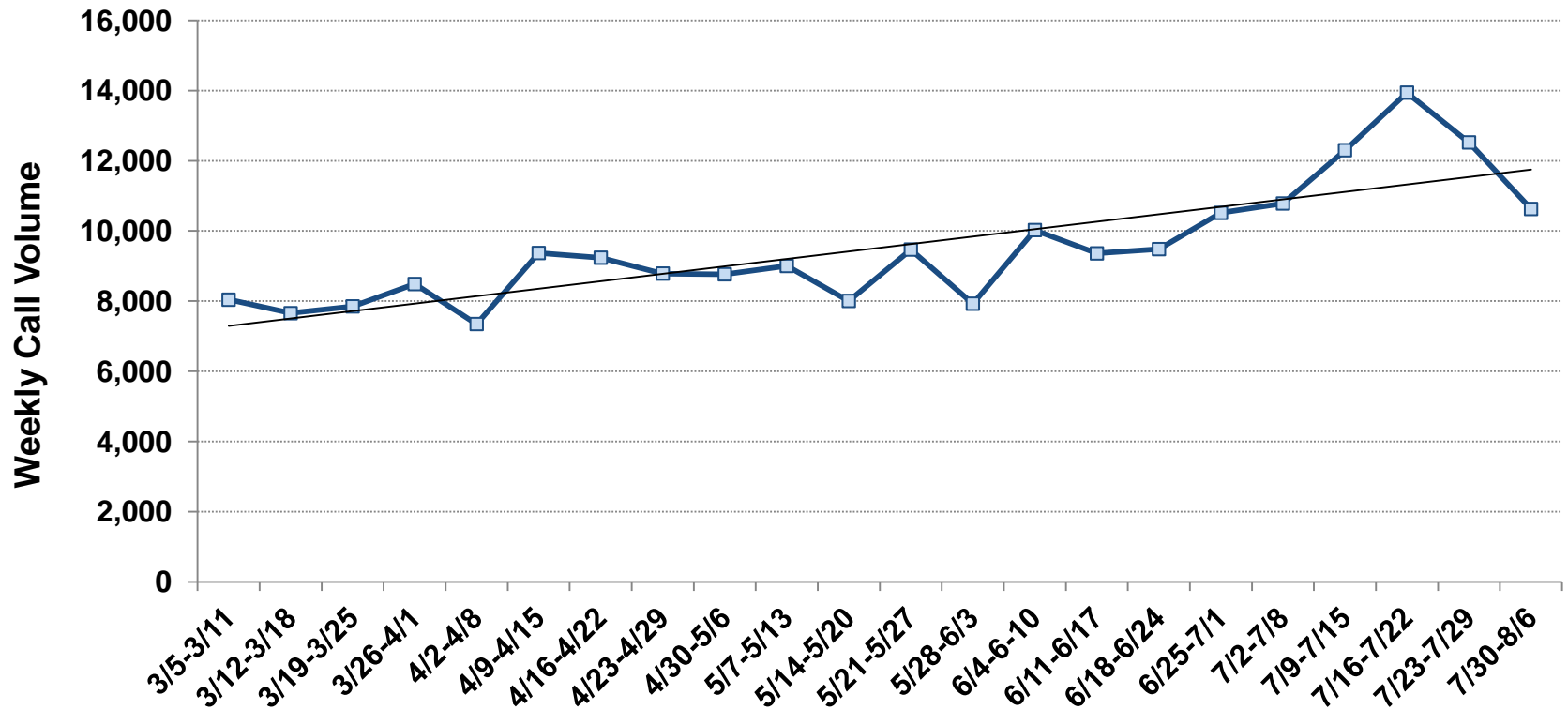
Total calls from March – July 2012 are up 7% from the same period in 2011.

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2010							51,150	46,159	52,480	57,658	48,484	42,714
2011	46,823	43,245	43,763	38,902	39,539	44,350	40,362	51,785	47,809	43,411	42,630	41,877
2012	43,388	40,214	40,722	40,238	42,032	42,922	55,442					



# MC311 Customer Service Center Utilization

## Weekly Call Volume March – July 2012



MC311 attributes the July spikes in weekly call volume to the Derecho storm, the temporary Ride-On schedule change, the property tax mailing, and a DEP mailing about recycling containers.



# MC311 Customer Language Usage Analysis

## Spanish Language Usage March – July 2012

Language	CSC	Language Line	Total Calls	% Total Calls
English	201,566	N/A	201,566	95.91%
Spanish	7,613	879	8,492	4.04%
Other	0	96	96	0.05%
<b>TOTAL CALLS</b>	<b>209,179</b>	<b>975</b>	<b>210,154</b>	<b>100.00%</b>

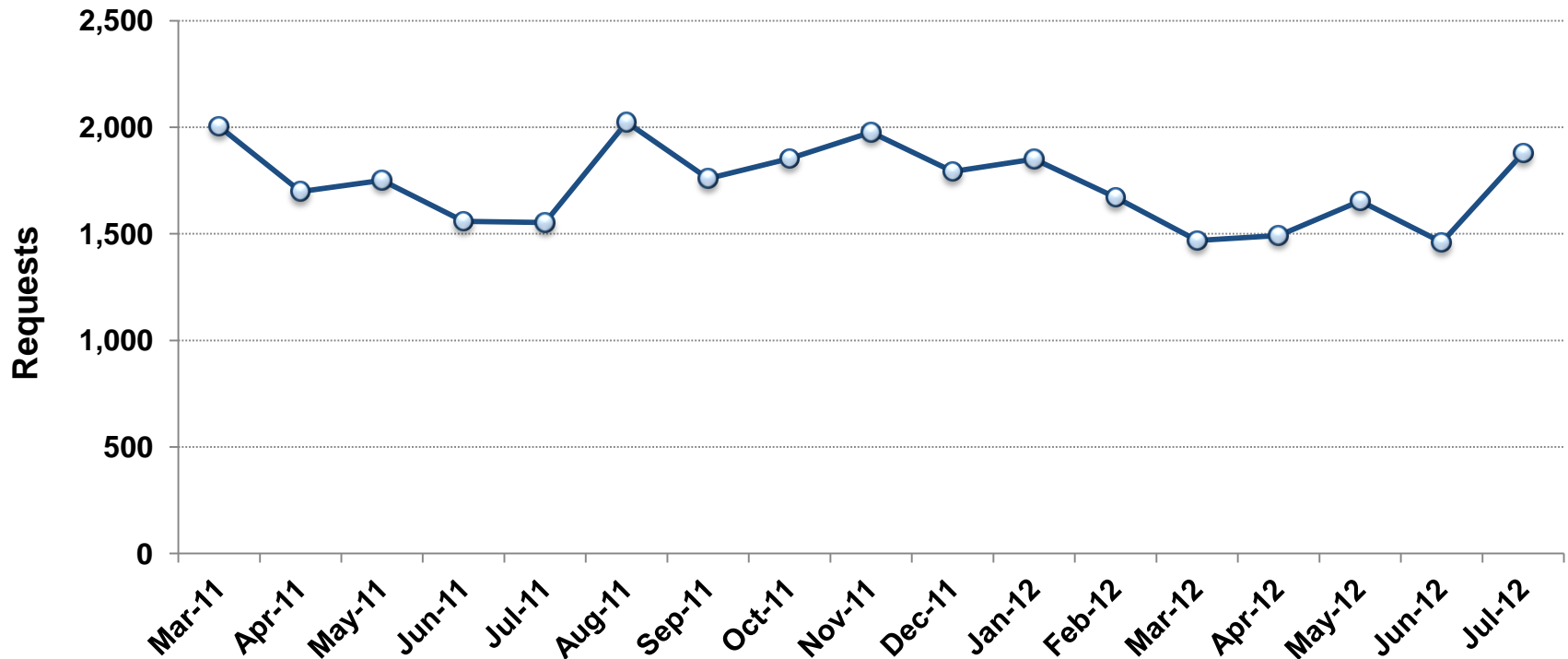
### MC311 Highlights:

- Almost all callers willing to speak English – 96%
- Spanish most common non-English language requested
  - Spanish Language calls are 4% of total call volume
- Most Spanish calls handled by a Spanish speaking CSR – 90%
- Customers can prompt for Spanish during welcome message
  - Language Line used for less than 0.5% of all calls



# MC311 Customer Language Usage Analysis

## Callers Requesting Spanish Language – Monthly Trend

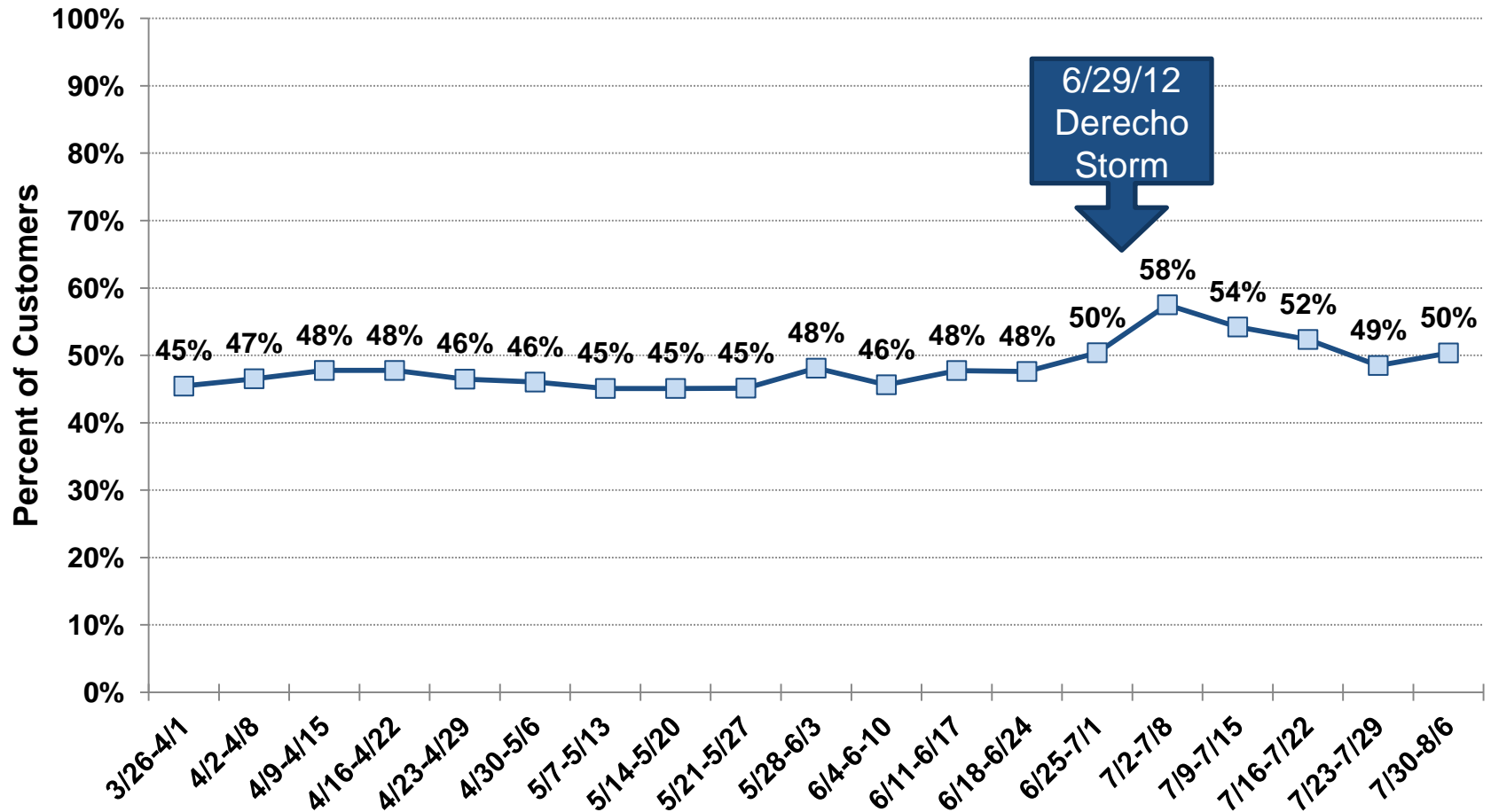


	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
2011			2,004	1,698	1,751	1,558	1,553	2,023	1,759	1,853	1,976
2012	1,851	1,671	1,468	1,492	1,654	1,460	1,879				



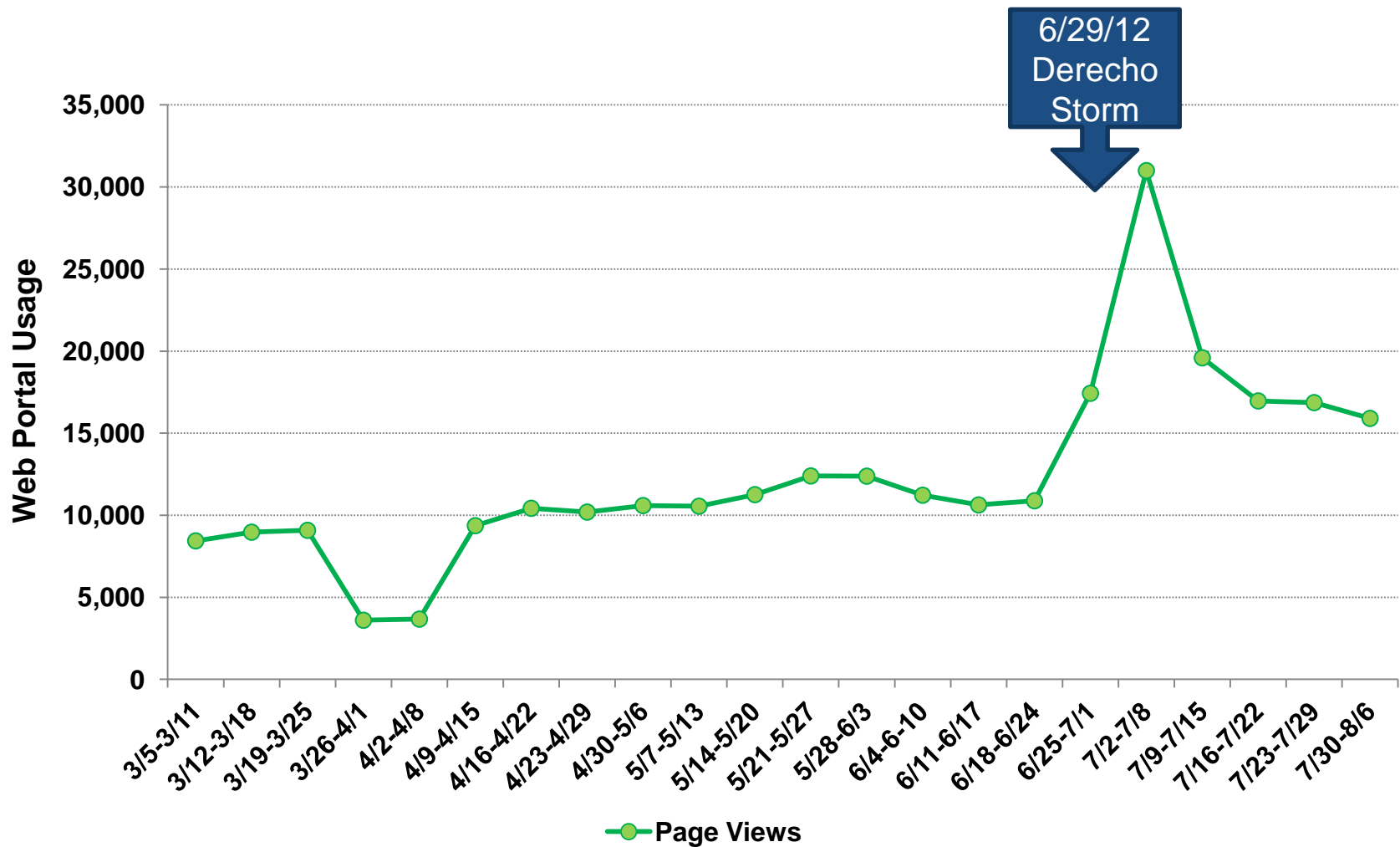
# MC311 Customer Service Center Utilization

## Percentage of Customers Dialing 311 (Instead of Legacy Phone Numbers)



# MC311 Customer Service Center Utilization

## Web Portal Page Views Per Week March – July 2012



# Derecho Storm Impact: MC311 Reflections (1 of 2)

The Derecho storm hit Montgomery County the evening of Friday, June 29. The following are MC311's reflections on call center operations following the storm.

- Schedule changed dramatically as CSC was open everyday from Saturday 7/1 to Saturday 7/7. CSC was open Saturday, 7/1 from 12pm-5pm and Sunday, 7/2 from 7am-10pm. Normal hours during the week, including the 7/4 holiday, and again on Saturday, 7/7 from 7am-5pm.
- **What worked**
  - All MC311 employees jumped in to get the job done
  - COB Training Room is good offsite location as it is PBX and Siebel ready, only needed minor configuration (two hour stand up)
  - COB Auditorium worked well for a central meeting place
  - We were able to continue the new CSR training class
  - COOP plan worked
  - Being co-located with DPS and DHCA was helpful for information sharing
  - DTS/Telecom worked to identify issues with the switch, identified short and longer term solutions
  - Customers could create SRs on the portal; portal usage increased
  - 15 Laptops were available; we need additional machines to assure all agents can answer phones ASAP
  - Staffing not an issue; many CSRs volunteered to work both the weekend and 7/4 holiday with very few unscheduled absences on Monday 7/2 and Tuesday 7/3. Morale was high.



# Derecho Storm Impact: MC311 Reflections (2 of 2)

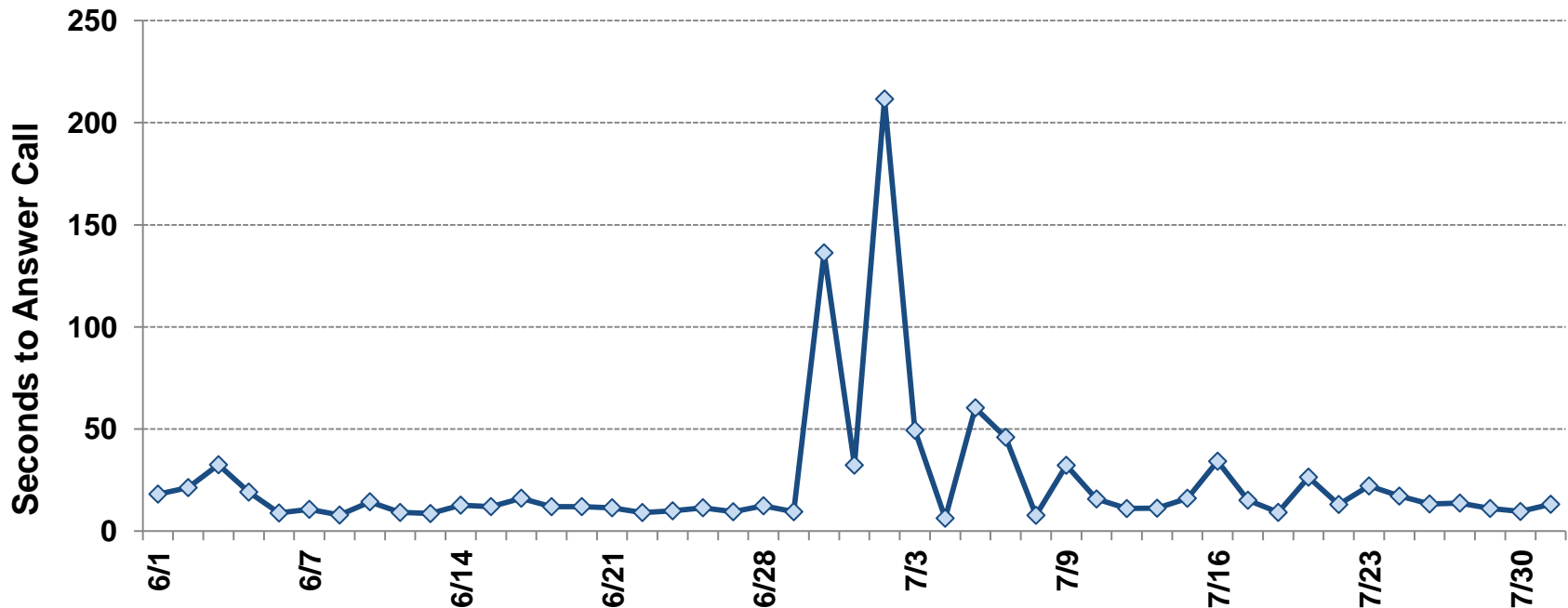
The Derecho storm hit Montgomery County the evening of Friday, June 29. The following are MC311's reflections on call center operations following the storm.

- **Major Issues (solutions are being developed)**
  - Power outage at 51 Monroe and subsequent failure of CSC generator lead to complete loss of power in the MC311 Customer Service Center.
  - Emergency Response COOP implementation assumed response only to storm related requests and Department essential functions; no plans for moving full operations to a new location
  - No CRM, Tech or Training Team COOP planning; Need improved communication of activations with CRM and Tech Teams





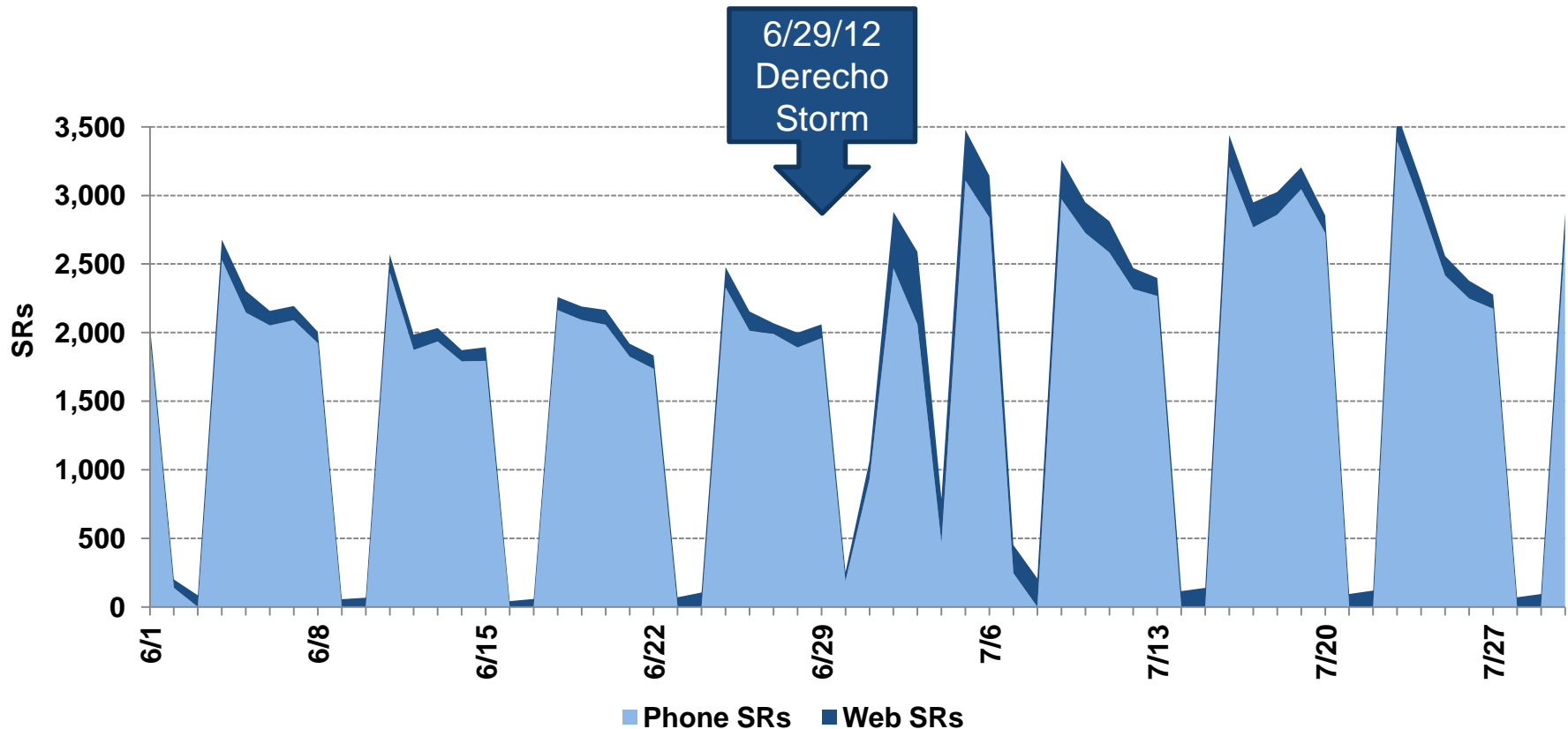
# Derecho Storm Impact: Speed to Answer



**Average speed to answer times spiked in the days after the Derecho storm.**  
**Daily averages for 6/30 and 7/2 were 136 and 212 seconds.**  
**The average time for the week after the storm was 77 seconds, compared to an average of 11 seconds the week before the storm.**



# Derecho Storm Impact: Daily SR Volume



Phone and web-based SRs spiked in the days following the Derecho storm, and remained higher than in the previous month throughout the rest of July.



# Derecho Storm Impact: Top 15 Solution Areas: July 2012

Rank	Organization	Solution	Total CRs
1↔	DOT	Ride On Real Time Arrival Information Through the Internet or Cell Phone	7,488
2↔	DOT	Ride On Trip Planning/Location/Status	2,572
3↑	FIN	<b>Requests to discuss property tax bill</b>	<b>2,121</b>
4↓	PIO	Hang Up or Dropped Call	1,990
5↑	DEP	<b>22 Gallon Bin (Bottles/Cans/Jars Recycling)</b>	<b>1,949</b>
6↔	DEP	Scrap Metal Pick-Up Request	1,790
7↓	DEP	Bulk Trash Pick-Up Request	1,693
8↓	DPS	Schedule DPS Building Construction Related Permitting Inspections	1,455
9↑	DOT	<b>Storm Debris Collection</b>	<b>1,269</b>
10↓	PIO	Montgomery County Employee Directory Assistance	1,043
11↑	DOT	<b>Tree or Limb Fallen on Ground (Non Emergency)</b>	<b>805</b>
12↓	DEP	How To Recycle/Dispose of Solid Waste	763
13↑	DOT	<b>Transfer Station Questions (Montgomery County)</b>	<b>574</b>
14↑	FIN	<b>Information printed on the tax bill</b>	<b>339</b>
15↑	FIN	<b>Property Tax Credits Justification</b>	<b>322</b>

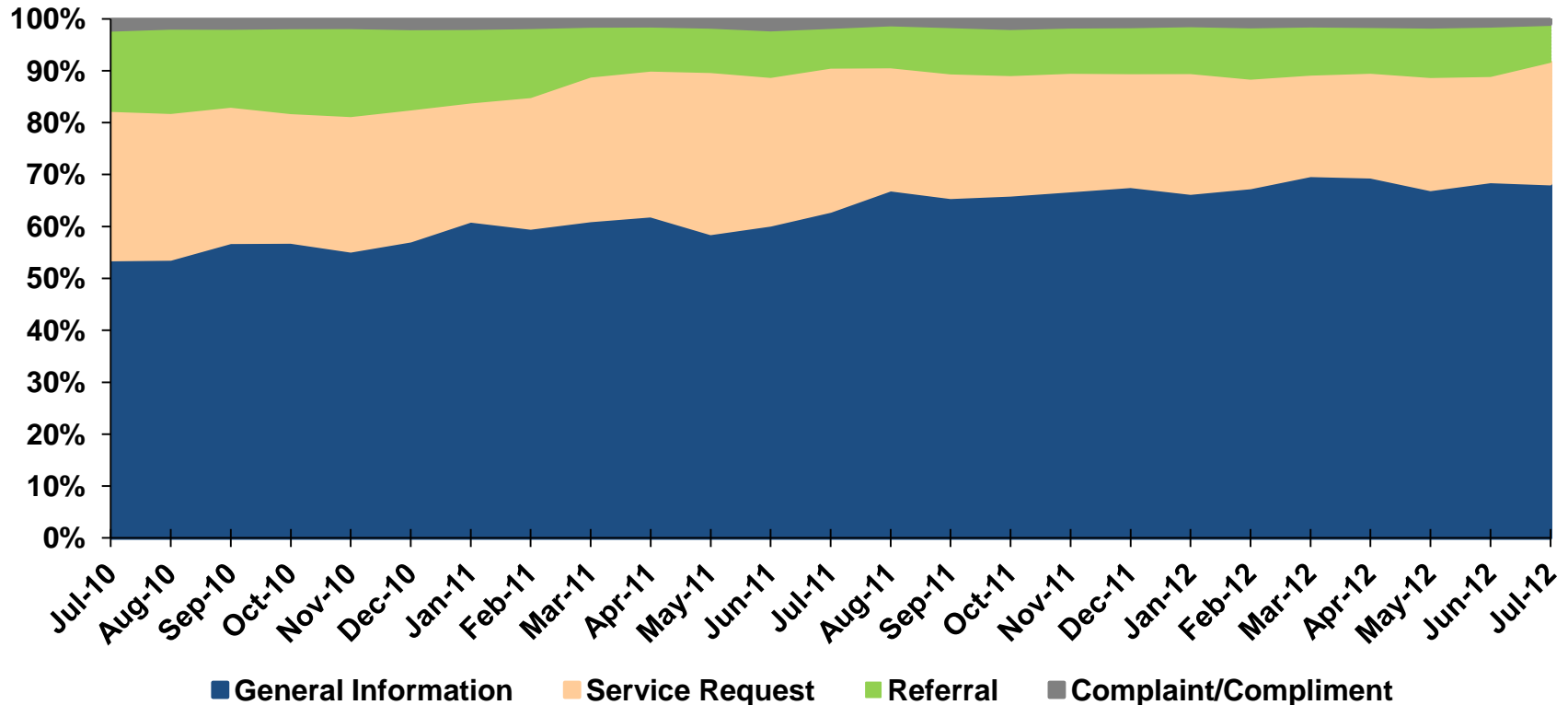
*\*\*Arrows indicate increase, decrease, or no change in ranking from March – July assessment.*

**Storm, property tax, Ride-On, and recycling solution areas were more prevalent in July than they were over the assessment period as a whole. This corresponds with MC311's explanation for increased call volume during this period.**



# MC311 Customer Service Center Call Types

## Intake Category Statistics

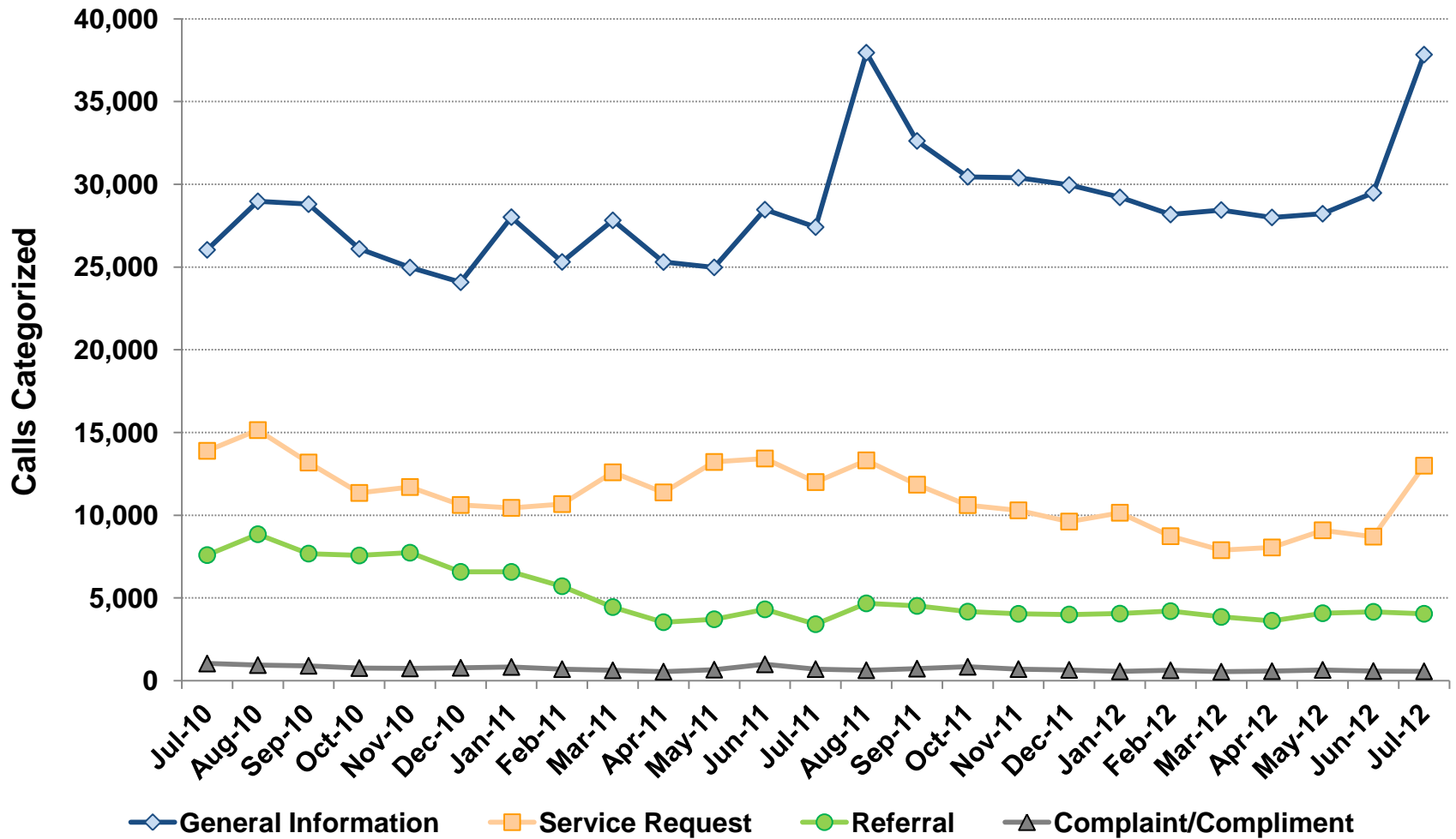


The percent of General Information calls has increased over time, while the percent of Service Request and Referrals has decreased.



# MC311 Customer Service Center Call Types

## Intake Category Statistics



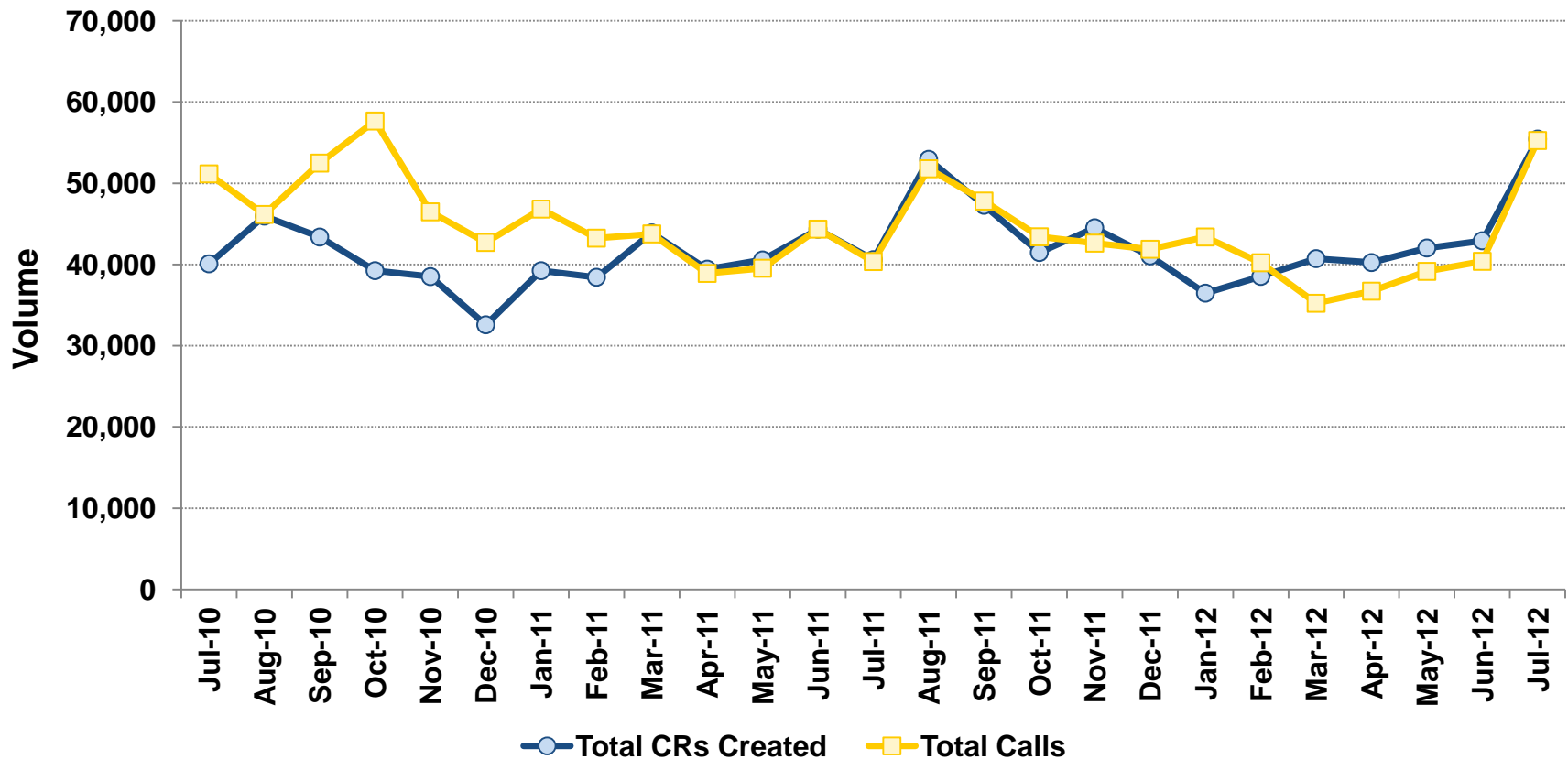
# MC311 Customer Service Center Call Types

## Intake Category Statistics

		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2010	General Information							26,039	28,975	28,801	26,099	24,972	24,080
	Service Request							13,890	15,144	13,183	11,346	11,703	10,617
	Referral							7,588	8,850	7,678	7,565	7,732	6,574
	Complaint/Compliment							1,034	939	897	759	738	778
2011	General Information	28,017	25,309	27,826	25,302	24,979	28,469	27,414	37,958	32,624	30,456	30,397	29,962
	Service Request	10,443	10,672	12,592	11,376	13,218	13,428	12,002	13,315	11,846	10,611	10,293	9,615
	Referral	6,571	5,706	4,445	3,532	3,709	4,309	3,411	4,669	4,516	4,169	4,037	3,996
	Complaint/Compliment	829	693	624	542	663	984	695	628	724	837	696	649
2012	General Information	29,214	28,175	28,448	27,999	28,223	29,480	37,843					
	Service Request	10,149	8,730	7,885	8,050	9,087	8,704	12,994					
	Referral	4,049	4,199	3,850	3,617	4,073	4,158	4,041					
	Complaint/Compliment	558	624	539	572	649	580	564					



# MC311 Customer Requests Generated



**Total CRs created was at or above total calls for every month of this assessment period, indicating that call-takers are creating CRs for each call.**



# MC311 Customer Requests Generated

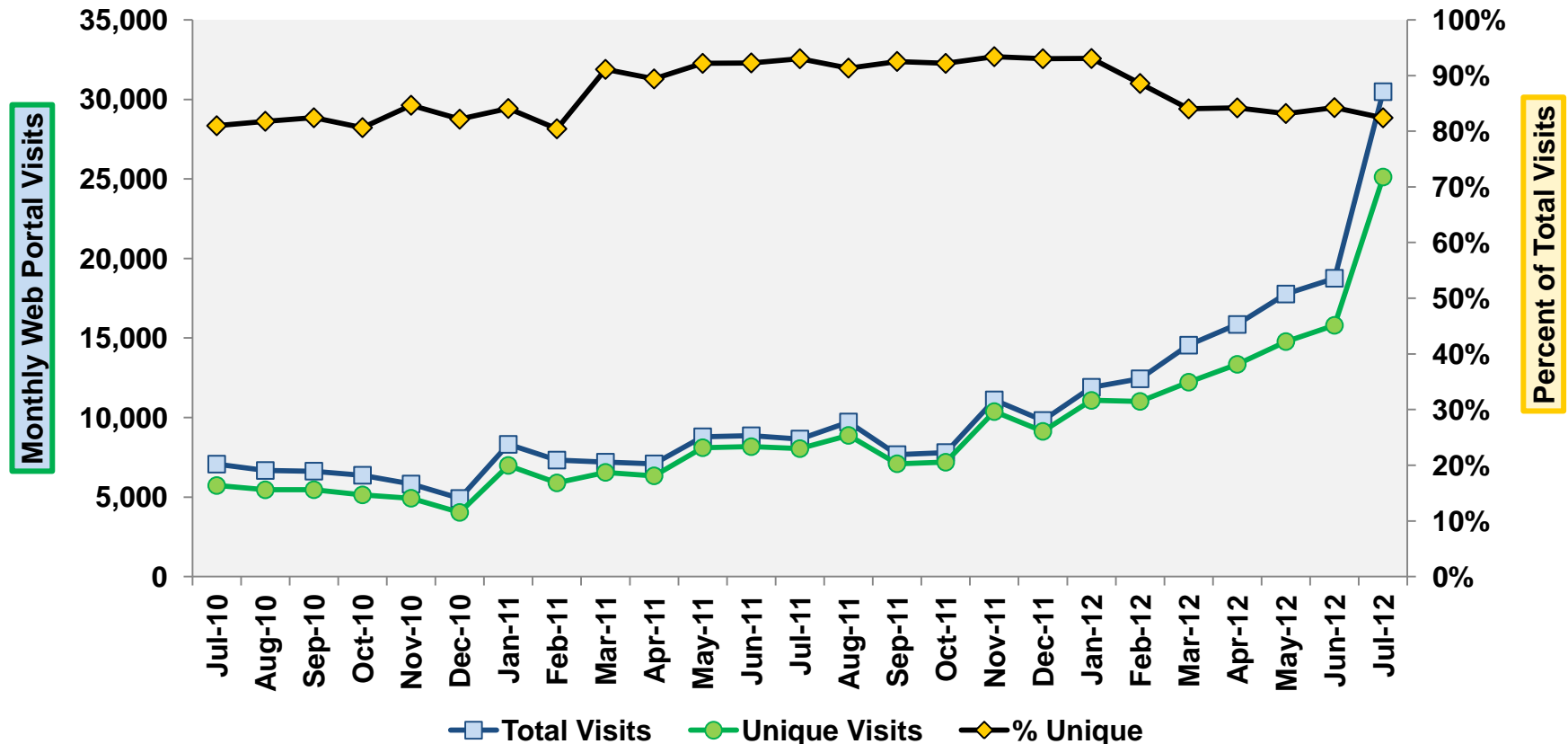
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2010	Total CRs Created							40,084	45,954	43,381	39,241	38,511	32,579
	Total Calls							51,154	46,159	52,480	57,658	46,484	42,714
	% Resulting in CR							78%	100%	83%	68%	83%	76%
2011	Total CRs Created	39,236	38,426	43,887	39,428	40,562	44,343	40,595	52,945	47,286	41,475	44,520	41,059
	Total Calls	46,823	43,245	43,763	38,902	39,539	44,350	40,362	51,785	47,809	43,411	42,630	41,877
	% Resulting in CR	84%	89%	100%	101%	103%	100%	101%	102%	99%	96%	104%	98%
2012	Total CRs Created	36,471	38,533	39,059	40,379	42,306	41,153	57,238					
	Total Calls	43,388	40,214	35,681	37,267	40,262	41,121	57,730					
	% Resulting in CR	84%	96%	109%	108%	105%	100%	99%					





# MC311 Customer Service Center Utilization

## Web Portal Utilization Metrics



The percent of total visits which are unique\*\* has declined by about 10 percentage points since January 2012.



**\*\*The unique visitors queue is cleared at midnight each day**

# MC311 Customer Service Center Utilization

## Web Portal Utilization Metrics

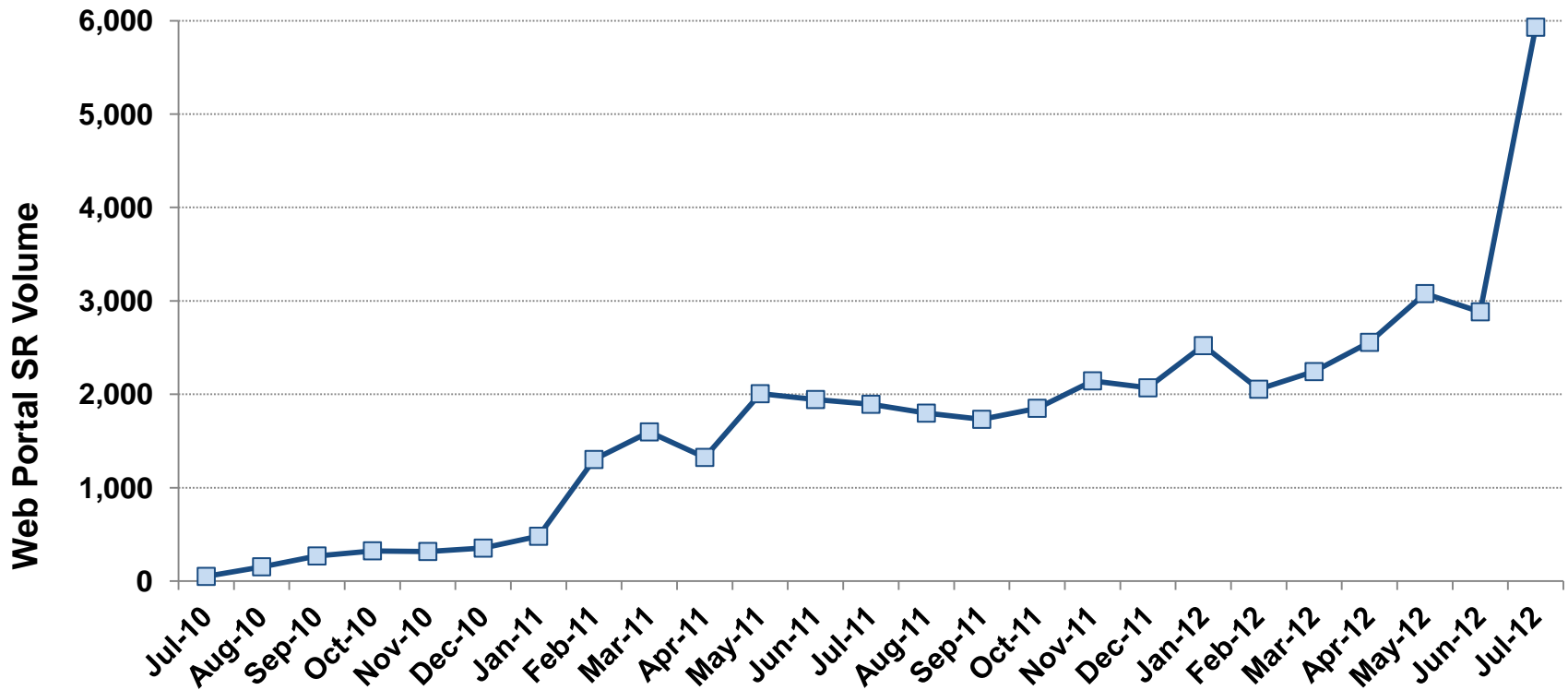
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2010	Total Visits							7,073	6,674	6,631	6,374	5,822	4,915
	Unique Visits							5,728	5,458	5,465	5,140	4,929	4,038
	% Unique							81%	82%	82%	81%	85%	82%
2011	Total Visits	8,316	7,328	7,195	7,090	8,791	8,856	8,651	9,722	7,670	7,802	11,110	9,817
	Unique Visits	6,992	5,894	6,555	6,338	8,104	8,171	8,047	8,879	7,097	7,192	10,375	9,131
	% Unique	84%	80%	91%	89%	92%	92%	93%	91%	93%	92%	93%	93%
2012	Total Visits	11,905	12,436	14,549	15,852	17,765	18,755	30,482					
	Unique Visits	11,078	11,015	12,223	13,346	14,776	15,798	25,119					
	% Unique	93%	89%	84%	84%	83%	84%	82%					

**Total visits and unique visits are both up in volume, but percent of visits which are unique is declining, indicating that people are visiting the MC311 website multiple times.**



# MC311 Customer Service Center Utilization

## Service Requests Generated Via the Web Portal



July 2012 saw the highest volume of web portal SRs since the site's launch.

MC311 attributes the spike to the Derecho storm, the temporary Ride-On schedule change, the property tax mailing, and a DEP mailing about recycling containers.



# MC311 Customer Service Center Utilization

## Service Requests Generated Via the Web Portal

Total service requests generated through the web portal from March – July 2012 are up 90% from the same period last year.

Web-generated service requests have continued to increase overall since MC311 opened in July 2010.

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2010							50	153	269	324	317	353
2011	480	1,302	1,597	1,324	2,006	1,944	1,893	1,798	1,732	1,850	2,144	2,069
2012	2,521	2,054	2,243	2,556	3,078	2,883	5,930					



# Top 25 Solution Areas: March – July 2012

Rank	Organization	Solution	Total CRs
1 ⇌	DOT	Ride On Real Time Arrival Information Through the Internet or Cell Phone	30,104
2 ↑	DOT	Ride On Trip Planning/Location/Status	11,320
3 ↑	PIO	Hang Up or Dropped Call	9,166
4 ↓	FIN	Requests to discuss property tax bill	8,960
5 ↓	DEP	Bulk Trash Pick-Up Request	8,121
6 ↑	DEP	Scrap Metal Pick-Up Request	7,386
7 ↑	DPS	Schedule DPS Building Construction Related Permitting Inspections	6,307
8 ↓	PIO	Montgomery County Employee Directory Assistance	5,686
9 ↑	DEP	22 Gallon Bin (Bottles/Cans/Jars Recycling)	4,163
10 ↑	DEP	How To Recycle/Dispose of Solid Waste	3,150
11 ↓	HHS	MANNA Food Center Referral	3,003
12 ↑	DPS	Information on the building codes applicable to a specific project	2,802
13 ↑	DPS	Name and telephone number of DPS building inspector	2,552

*\*\*Arrows indicate increase, decrease, or no change in ranking from previous assessment.*



# Top 25 Solution Areas: March – July 2012

Rank	Organization	Solution	Total CRs
14 ↑	DHCA	Landlord Tenant (LT) complaints, disputes or issues	2,019
15 ↑	DEP	Transfer Station Questions (Montgomery County)	1,988
16 ↑	Non-MCG	Non-MCG Directory Assistance	1,791
17 ↑	DPS	Department of Permitting Services location and hours of operation	1,488
18 ↑	DHCA	Housing Complaints	1,470
19 ↓	DOT	Ride On Complaint – Service	1,451
20 ↓	FIN	Information printed on the tax bill	1,432
21 ↑	DPS	Permit, Plan Review or Inspection Status; Building, Demolition, Electrical, Mechanical, Use and Occupancy, Fire Alarm, Fire Sprinkler, Fence or Sign Permits; Electrical or Vendor Licenses; Home Occupation Certificates	1,403
22 ↔	DPS	Contacting a Zoning Specialist	1,356
23 ↑	Non-MCG	State Department of Assessments and Taxation Office address	1,292
24 ↑	DOT	Storm Debris Collection	1,269
25 ↑	Non-MCG	Washington DC 311	1,126

*\*\*Arrows indicate increase, decrease, or no change in ranking from previous assessment.*



# Agenda

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# MC311 Customer Service Center Utilization

## Performance Metrics Defined

Category	Definition
<b>Call Volume</b>	Total # of calls that come in to the phone lines
<b>Call Answer Rate</b>	The rate of calls answered (ACD Calls) to calls received while CSRs were available for the reported date.
<b>Abandoned Call Rate</b>	The rate of total calls abandoned to total calls received while CSRs were available for the reported date. (Abandoned calls are those terminated by customers after they have reached a queue (Vector 765 - English or 766 - Spanish), and before they are picked up by a CSR, when one is available.)
<b>Scheduled Customer Service Representatives (CSRs)</b>	Total number of CSRs that are scheduled to work on any given day
<b>Actual CSRs</b>	Total number of CSRs who are present and logged in to the system
<b>Occupancy Hours (Average)</b>	Average number of hours that a CSR is either taking calls, in after call work, or available to take calls
<b>Average Speed to Answer</b>	The average amount of time CSRs took to pick up ringing and queued calls for the reported date. (in seconds)
<b>Average Hold Time</b>	Average Amount of time a customer is put on hold during a call
<b>Average Handle Time</b>	The average amount of time CSRs took to handle calls (talk time) and perform ACW for the reported date. (Includes call hold time.)
<b>Average After Call Work</b>	Average Time per call that a CSR takes after speaking to a customer before becoming available to work
<b>Total Customer Requests Generated</b>	Total number of Customer Requests created in the MC311 CRM system by a CSR
<b>SR Accuracy Rate</b>	$\# \text{ of SR's with Exceptions} + \text{total returns} / \text{Total SRs Generated by Agents (\%)}$





# MC311 Customer Service Center Performance

## Call Center Customer Request Performance Metrics

		GOAL	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2010	Customer Requests Generated	N/A							40,084	45,594	43,381	39,241	38,511	32,579
	Accuracy Rate	98%							96.3%	97.9%	98.9%	99.5%	99.6%	99.5%

2011	Customer Requests Generated	N/A	39,236	38,426	43,887	39,428	40,562	44,343	40,595	52,945	47,286	41,475	44,520	41,059
	Accuracy Rate	98%	99.5%	99.3%	99.9%	99.8%	99.7%	99.5%	99.6%	99.7%	99.7%	99.7%	99.7%	99.6%

2012	Customer Requests Generated	N/A	36,471	38,533	39,059	40,379	42,306	41,153	57,238
	Accuracy Rate	98%	99.7%	99.7%	98.9%	98.8%	98.9%	98.5%	98.8%



# MC311 Customer Service Center Performance

## Service Level and Call Handling Performance Metrics (1 of 2)

GOAL		2010						2011				
		Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
Call Volume		51,150	46,159	52,480	57,658	48,484	42,714	46,823	43,245	43,763	38,902	39,539
Call Answer Rate (Avg)	95%	97.5%	98.1%	97.8%	97.7%	97.7%	97.4%	95.5%	96.5%	98.6%	98.6%	98.6%
Abandoned Call Rate (Avg)	5%	2.5%	1.9%	2.2%	2.3%	2.3%	2.6%	4.5%	3.5%	1.4%	1.4%	1.4%
Avg Speed to Answer	0:20	0:15	0:13	0:11	0:09	0:17	0:13	0:34	0:18	0:17	0:18	0:19
Avg Hold Time	0:30	0:43	0:43	0:46	0:45	0:36	0:33	0:35	0:36	0:38	0:35	0:33
Avg Handle Time	2:30	3:08	3:09	3:06	3:07	1:44	1:35	1:35	1:39	3:05	2:57	3:03
Avg After Call Work	1:30	1:19	1:14	1:15	1:12	0:54	1:10	1:30	0:59	0:58	0:51	0:51



# MC311 Customer Service Center Performance

## Service Level and Call Handling Performance Metrics (2 of 2)

	GOAL	2011							2012						
		Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
Call Volume		44,350	40,362	51,785	47,809	43,411	42,630	41,877	43,388	40,214	35,681	37,267	40,262	41,121	57,730
Call Answer Rate (Avg)	95%	98.4%	98.1%	98.1%	97.9%	99.0%	90.7%	98.2%	98.7%	97.7%	98.7%	98.5%	96.9%	97.4%	96.2%
Abandoned Call Rate (Avg)	5%	1.6%	1.9%	1.9%	2.1%	1.0%	9.3%	1.8%	1.3%	2.3%	1.3%	1.5%	3.1%	2.6%	3.8%
Avg Speed to Answer	0:20	0:24	0:25	0:14	0:15	0:09	0:29	0:12	0:09	0:14	0:11	0:11	0:17	0:19	0:29*
Avg Handle Time	3:00	5:09	5:06	3:27	3:20	2:54	2:57	3:00	2:51	3:50	3:42	3:37	3:33	3:24	3:36
Avg After Call Work	1:30	1:13	1:11	0:57	0:59	0:58	0:58	0:58	0:54	0:53	0:49	0:47	0:44	0:42	0:48

Higher than usual daily average speed to answer times after the Derecho storm affected the July average.

Note: Avg Hold Time was merged with Avg Handle Time in June 2011

\*MC311 attributes the unusual wait time to the morning of July 2, when 311 had only 15 CSRs handling calls until mid-day.



# MC311 Customer Service Center Performance

## Occupancy/Internal Operations Performance Metrics (1 of 2)

	GOAL	2010						2011					
		Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Scheduled Customer Service Representatives	N/A	1,131	1,106	1,092	1,004	736	917	936	865	935	815	865	823
Actual CSRs	N/A	1026	1047	984	973	700	865	870	813	912	779	842	780
CSR Attendance Rate	N/A	91%	91%	93%	97%	91%	93%	88%	98%	96%	96%	97%	95%
Occupancy Hours (Avg; in hours)	7:25	5:41	7:27	7:34	7:24	7:53	8:08	7:58	7:34	7:00	7:26	7:12	6:49

Occupancy hours were above or close to the goal of 7:25 in most of the first 12 months of the call center's operations.



# MC311 Customer Service Center Performance

## Occupancy/Internal Operations Performance Metrics (2 of 2)

	GOAL	2011						2012						
		Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
Scheduled Customer Service Representatives	N/A	846	952	928	937	871	928	874	865	841	788	823	783	819
Actual CSRs	N/A	820	914	821	906	847	905	850	831	814	758	794	747	798
CSR Attendance Rate	N/A	97%	96%	88%	97%	97%	98%	97%	96%	97%	96%	96%	95%	97%
Occupancy Hours (Avg; in hours)	7:25	7.23	7.32	7.29	7.25	7.29	7.28	7.32	7.29	7.30	7.32	7.36	7.38	7.52

In August 2012, MC311 extended the call center's hours of operation from 7am-5pm to 7am-7pm. This change will be reflected in an updated goal for average occupancy hours in upcoming assessments.



# Agenda

- Status of Follow-Up Items
- MC311 Customer Service Center Utilization
- Derecho Storm
- MC311 Performance Measurement
- **Discussion of MC311 Customer Survey Data**
- **MC311 Open Government Efforts**
- **Areas of Current and Future Focus**
- **Next Steps/Follow-up Items**



# Discussion of MC311 Customer Survey Data

- **Dates Administered:** 7/17/12 – 7/27/12
- **Distribution Method:** E-mail
- **Population Included:** Any MC311 Customer Who Provided an E-mail Address Between 5/15/12 – 6/15/12
- **Next Survey Administration:** January 2013

	Sep 10	Jan 11	Apr 11	Sep 11	Jan 12	Jul 12
<b>Population Sent To:</b>	<b>2,097</b>	<b>1,691</b>	<b>1,627</b>	<b>1,392</b>	<b>1,455</b>	<b>3,616</b>
<b>Less E-mail Bounces:</b>	<b>173</b> (8%)	<b>111</b> (7%)	<b>149</b> (9%)	<b>121</b> (9%)	<b>42</b> (3%)	<b>0*</b> (0%)
<b>Population Receiving Survey E-mail:</b>	<b>1,924</b> (92%)	<b>1,580</b> (93%)	<b>1,478</b> (91%)	<b>1,271</b> (91%)	<b>1,413</b> (97%)	<b>3,616</b> (100%)
<b><i>Total Responses (includes opt-outs):</i></b>	<b>367</b> (19%)	<b>304</b> (19%)	<b>189</b> (13%)	<b>202</b> (16%)	<b>159</b> (11%)	<b>391</b> (11%)
<b>Opt Out Requests:</b>	<b>27</b> (1%)	<b>30</b> (2%)	<b>25</b> (2%)	<b>40</b> (3%)	<b>8</b> (1%)	<b>48</b> (1%)



\*MC311 used a data clean up feature from SurveyMonkey that wasn't used for prior surveys

# Discussion of MC311 Customer Survey Data

## Customer Self-Identification Variables

How many time in the past three months did you contact the MC311 Customer Service Center by either calling 311, 240-777-0311 or one of the 37 department numbers that now come to 311?

	Sep 10	Jan 11	Apr 11	Sep 11	Jan 12	Jul 12
<b>Once</b>	55.3%	36.2%	36.0%	36.0%	30.0%	57.0%
<b>Between 2-5</b>	37.1%	49.0%	45.5%	53.0%	59.0%	36.0%
<b>Between 6-10</b>	4.1%	7.2%	9.0%	5.0%	7.0%	4.0%
<b>Greater than 10</b>	0.8%	3.0%	4.2%	4.0%	3.0%	1.0%
<b>Don't Know</b>	2.7%	4.6%	5.3%	2.0%	1.0%	2.0%





# Discussion of MC311 Customer Survey Data

## Customer Self-Identification Variables

Regarding your most recent call, what was the purpose of the call?

	Sep 10	Jan 11	Apr 11	Sep 11	Jan 12	Jul 12
<b>Ask a Question</b>	35%	36%	31%	31%	33%	20%
<b>Report a Problem</b>	28%	30%	18%	24%	18%	29%
<b>Request a Service</b>	28%	26%	40%	34%	38%	42%
<b>Compliment/Complaint</b>	5%	4%	4%	8%	7%	5%
<b>Other</b>	3%	5%	7%	4%	3%	5%



# Discussion of MC311 Customer Survey Data

Please rate your level of satisfaction with the following for your most recent call to the MC311 Customer Service Center:

Very Satisfied	Satisfied	No Opinion	Dissatisfied	Very Dissatisfied	Response Count
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The time it took to reach a representative	Jul '12	48%	33%	9%	6%	5%	339
	Jan '12	52%	35%	6%	3%	4%	158
	Sep '11	35%	42%	11%	8%	4%	297
	Apr '11	32%	42%	8%	7%	10%	185
	Jan '11	37%	46%	6%	6%	5%	202
	Sep '10	38%	39%	10%	6%	7%	366

The handling of your call	Jul '12	53%	26%	10%	6%	5%	332
	Jan '12	49%	29%	3%	12%	8%	147
	Sep '11	31%	41%	10%	11%	7%	287
	Apr '11	35%	32%	10%	12%	11%	178
	Jan '11	39%	39%	8%	9%	5%	195
	Sep '10	41%	31%	9%	8%	11%	349



# Discussion of MC311 Customer Survey Data

Please rate your level of satisfaction with the following for your most recent call to the MC311 Customer Service Center:

Very Satisfied	Satisfied	No Opinion	Dissatisfied	Very Dissatisfied	Response Count
----------------	-----------	------------	--------------	-------------------	----------------

Your overall experience during the call	Jul '12	51%	27%	11%	6%	5%	331
	Jan '12	49%	25%	7%	12%	7%	149
	Sep '11	37%	42%	8%	8%	5%	196
	Apr '11	34%	35%	10%	11%	10%	178
	Jan '11	31%	40%	13%	11%	6%	287
	Sep '10	40%	31%	9%	9%	11%	349



# Discussion of MC311 Customer Survey Data

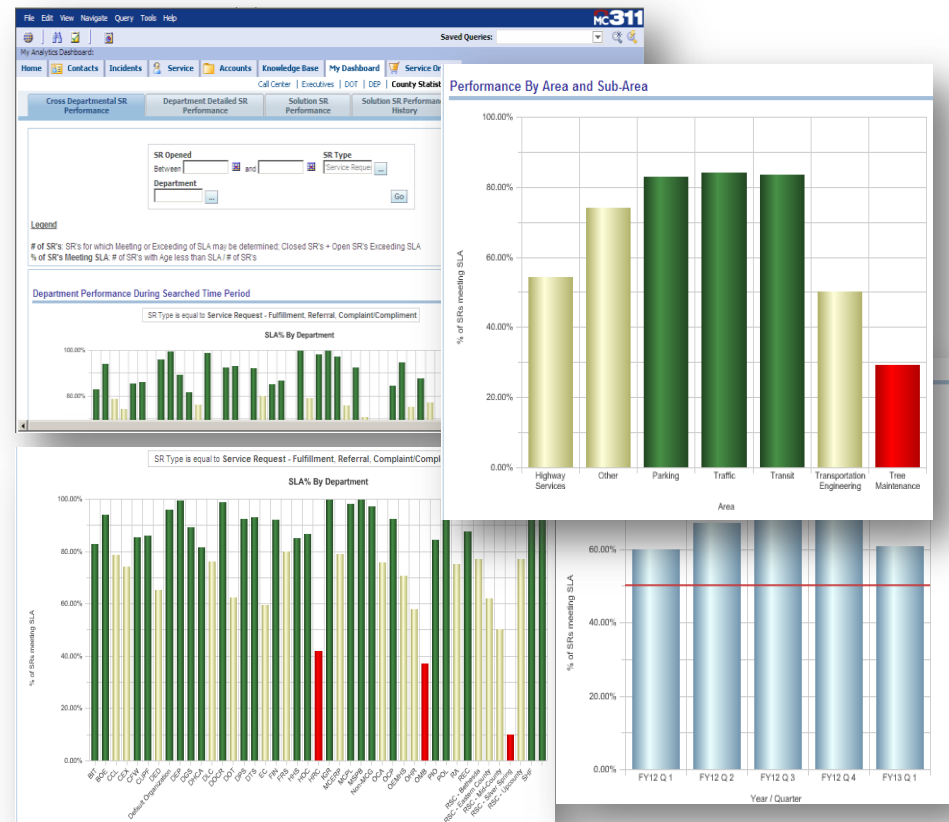
Was the Customer Service Representative able to resolve your issue?

	Jan 11	Apr 11	Sep 11	Jan 12	Jul 12
Yes	51%	56%	57%	65%	66%
No	33%	32%	32%	26%	21%
Not Sure	16%	12%	11%	8%	13%



# MC311 Open Government Efforts

- **Service Level Agreement Performance Dashboard**
  - Users can view a high-level overview of MC311 performance, then get a more detailed view of department and division-level performance
- **Socrata Open Data website MC311 data inclusion**
  - MC311 service request data will be available to the public as part of the Montgomery County Open Data Initiative



**Service Level Agreement Performance Dashboard**



# MC311: Areas of Current and Future Focus

## Infrastructure:

- Upgrading existing telecommunications infrastructure, including upgrade of MC311 telephone switch, CMS (Avaya system used to track call data) upgrade and implementing call recording compliance software.
  - Switch upgrade to be completed by November 2012 and call recording system by March/April 2013. DTS managing County-wide CMS upgrade, completion TBD.
- Working to fund Operations and Maintenance (O&M) of the Siebel and OBIEE applications as well as the addition of enhancements requested by the CSC and departments in FY13.
- Developed mobile enabled MC311 web portal and working to identify launch date.
- Submitted FY14 FFI request to include funding for continued O&M and upgrade for the current configured Siebel application to ensure that it is supportable by the vendor.
  - Current Siebel 7.7 Version used by the County is not supported on Internet Explorer 9, part of the Windows 7 platform being deployed by the County. Upgrade costs represent the cost of contractor labor. The cost of the software itself is included in annual maintenance costs. FY14 FFI request also includes dedicated telecommunications support position.
- Improving contingency plan related infrastructure to assure readiness for emergency response support
- Continue to identify opportunities to integrate existing Departmental systems on to the Siebel Enterprise platform or to interface Department systems with Siebel in order to improve back office workflow.



# MC311: Areas of Current and Future Focus

## Call Center Operations:

- Extended hours of operation to 7:00 – 7:00, Monday through Friday on August 13, 2012 using existing resources.
- Redefining performance metrics to capture additional efficiencies and excellence in customer service and refining business processes to help meet or exceed expectations
- Reviewing all redirected numbers and retiring in a customer friendly manner by the end of September.
- Completing action items identified during after June 29 storm action review process to improve emergency response support readiness and offsite COOP implementation
- Beginning internal conversations with DGS Office of Real Estate regarding other opportunities we might have in County owned space for MC311 CSC when current lease expires in 2014.
- Reviewing organizational structure to identify additional efficiencies in our business processes and work flow
- Selected MC311 Service Request data will be available to the public through Open Data



# Wrap-Up and Follow-Up Items

